



GENERAL

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ECONOMIC COMMISSION FOR LATIN AMERICA
Office for the Caribbean

CARIBBEAN DEVELOPMENT AND CO-OPERATION COMMITTEE

REPORT ON THE CARIBBEAN REGIONAL TRAINING
WORKSHOP ON PROGRAMME/PROJECT PLANNING SKILLS

14 - 16 June 1981,

Christ Church, Barbados



Convened by the Caribbean Development and Co-operation Committee Secretariat (CDCC), United Nations Economic Commission for Latin America, Office for the Caribbean, with the sponsorship of the Voluntary Fund for the United Nations Decade for Women and the assistance of the Women and Development Unit, Extra-Mural Department, University of the West Indies.



UNITED NATIONS

ECONOMIC COMMISSION FOR LATIN AMERICA Office for the Caribbean

I. BACKGROUND AND ORGANIZATION

1. In the Caribbean region there is a painful awareness that the most alarming situations of unemployment and unfulfilled basic needs and expectations are to be found among women belonging to the poorest groups in society.
2. The situation of most of the women in the region has been a concern of the Caribbean Development and Co-operation Committee (CDCC), which has identified several measures for promoting the development and integration of women. Also, at several meetings of Caribbean women such as the "Seminar on the Caribbean Women and their Participation in Economic, Political and Social Development" (Cuba, 1979) and the "Regional Workshop on Income-Generating Activities for Women in Crafts and Agro-Industries" (Barbados, 1978) it was recognized that special and specific actions had to be taken in order to overcome the disadvantaged position of women.
3. In order to implement some of the measures identified by the Committee, the CDCC Secretariat prepared a project through which training could be provided in programme/project formulation, preparation, implementation and evaluation and for the design of wider women in development programmes in the region. The project was submitted to the United Nations Voluntary Fund for the Decade for Women which approved it.
4. The project was divided into three phases consisting of a planning phase, a Workshop and follow-up activities at country and regional level. The Women and Development Unit (WAND) of the University of the West Indies and several technical resource personnel were engaged by the CDCC Secretariat in the organization and conduction of the Workshop.
5. The meeting was formally opened by the Co-ordinator of the ECLA Programme for the Integration of Women in the Caribbean, Ms. Vivian M. Mota, on behalf of the Director of the ECLA Office for the Caribbean, Mr. S. Clarke.
6. In her opening address Ms. Mota said that Caribbean Governments had mandated the Secretariat to design and implement a series of training

exercises which would enhance women's participation in the preparation and implementation of development cooperation projects and programmes, thus contributing also to build the self-reliance of each country, one of the objectives of the CDCC.

7. She also expressed the view that the specificity of the situation of women and the need for special programmes for them should not isolate them from the national process of social, economic and political development. This is the reason why the Workshop would devote time on the planning process, the relationship between women and development programmes in the Caribbean and the priorities and strategies of the countries. It was not only urgent to acquire the tools and skills for designing and implementing projects for women, but it was also a necessary condition for their further development to know how those projects could be related and become part of the national development plans of each country.

II. PARTICIPATION

The Participants

8. The Workshop was primarily intended for:
- Officers of Women's Desks engaged in programme/project design and preparation;
 - Representatives of national planning units with responsibility in women's programmes/projects;
 - Representatives of women's non-governmental organizations (NGOs), national and regional; and
 - Representatives from international and regional governmental agencies; private foundations; national governmental funding agencies; and financial institutions, i.e., development and other banks in the region.

Invitations were sent to fourteen countries and territories. There were twenty nine participants at the Workshop representing all of the countries and territories invited, as well as a regional non-governmental organization.

9. Most participants were officers of governmental national machineries and non-governmental national organizations, with the responsibility of designing and implementing programmes and projects. The rest of the participants were officers of different governmental ministries. A breakdown of their occupational responsibility is as follows:

- 18 Officers of Women's Desks and NGOs.
- 10 Officers of Ministries of Community Development, Labour, Planning, Agriculture and Education.
- 1 Officer of a regional NGO.

10. At the first day participants were asked to detail their expectations of the Workshop. In summary these were the following:

- 1. To improve knowledge of programme planning, programme/project costing and implementation.
- 2. To acquire skills in specific project proposal preparation.
- 3. To obtain guidance to complete successfully a women in development project.
- 4. To be able to identify possible sources of funding, know the expectations and procedures of funding agencies, particularly those which are more responsive to the needs of the less developed countries.
- 5. To be able to plan best suited projects for identified needs and to know more about the planning and development process of other territories of the Caribbean.
- 6. To acquire skills in planning/implementing feasibility studies for women in development and evaluating on-going projects.
- 7. To establish a resource pool of technical experience within the Caribbean.
- 8. To know more about techniques of making an impact on government for development of policies and plans involving women in development.

Donor Agencies

11. A list of 19 donor agencies was prepared by the Workshop organizers from various categories of funding sources:

- International/Multilateral
- Foundations/Corporations
- Church Groups
- Foreign Governments
- Regional Agencies

Invitations and information on the Workshop were sent to donors, along with guidelines for their expected participation. A total of 13 representatives from the same number of agencies/organizations attended the Workshop.

Resource Personnel

12. The Workshop was conducted jointly by the organizers. In addition, eight persons served as technical resource personnel and facilitators, for each topic of the programme. These included specialists from the Caribbean Centre for Administration Development (CARICAD), the Caribbean Development Bank (CDB), The University of the West Indies, The TransCentury Foundation and the Women and Development Unit (WAND). A list of participants, donor representatives and resource personnel appears as Annex I.

III. OBJECTIVES AND PROGRAMME

13. The Workshop was designed to attain the following objectives:

- Development Objective: To accelerate the process of women's full participation in development planning and implementation, by increasing the planning skills of the female leadership in the Caribbean region so that they, and those with whom they will work, can improve their capacity for project identification, design and implementation and evaluation and for attracting financial and technical support for these projects.

- Immediate Objectives: a) To develop materials for use at the Workshop and at country-level; b) to prepare draft proposals relating to women and development, demonstrating skills acquired and to discuss these proposals with representatives of donor agencies for possible funding; and c) to develop a plan for follow-up activities within each country that will extend the Workshop learning experience.

14. The programme was designed in order to allow participation at country level before the actual Workshop took place. The Workshop organizers developed a series of exercises which would-be participants were requested to prepare and send in advance. Those exercises were the following:

- Country Questionnaire asking basic data on women in each Caribbean country.
- Project Background Paper on a specific project with which participants had been associated.
- Idea for a Project Proposal for which a draft proposal was to be prepared at the Workshop.

Subjects of Study

15. A topical outline on the subjects of work was prepared, containing the following elements: 1/

- a) Introduction: Background and Objectives of Workshop; Expectations of Participants.
- b) Women and Development Projects in the Caribbean.
- c) Planning Process.
- d) Priorities and Strategies.
- e) Writing Action Proposals.
- f) Pre-Proposal Research and Planning.
- g) Selecting Appropriate Funding Sources.
- h) Putting the Proposal Together.
- i) Application Procedures and Follow-through.
- j) Project Implementation.
- k) Perspectives for the Future.
- l) Workshop and Beyond.

16. In general terms, the subjects enumerated above were structured to cover the following five basic areas: i) Conceptual framework for project identification and design; ii) Priorities and strategies for women in the Caribbean; iii) Steps in the planning process and proposal preparation;

1/ A copy of the programme is appended as Annex II.

iv) Identification of technical resources and materials related to programme/project planning; and v) Identification of potential donors and requirements for funding.

Method of Work

17. The Workshop was conducted by several facilitators and technical resource persons. Each subject was presented and discussed in plenary sessions led by a facilitator and assisted by a technical resource person(s). After each plenary work groups were formed to discuss the subject introduced by the facilitator, utilizing a variety of training techniques: role-playing, simulations, case histories, "visual" profiles of different groups of women in the Caribbean and practice sessions. Since one of the objectives of the Workshop was to prepare draft proposals for discussions with representatives of donor agencies for evaluation and possible funding, time was devoted in the programme for participants to work in their project proposals assisted by technical resource persons. Also, since the main theme of the Workshop was the participation of women in development, particularly in development planning, two special committees were created: a Participants' Committee to deal with various aspects of organization, schedules and social events; and a Donor/Participants' Committee to plan the meeting with donors. The Workshop had a duration of 11-working days, with a total of 70 hours, from which 40 percent were dedicated to theoretical presentations; 30 percent to practice sessions; and the other 30 percent to preparation, discussion and evaluation of project proposals. The evaluation took two hours. ^{2/}

Resource Materials and Workshop Tools

18. A special document for use of participants had to be prepared, since there were very few adequate materials in and outside the region on the subject matter of the Workshop. An ECLA Consultant prepared a Women and Development: Guidelines for Programme/Project Planning,^{3/} covering each of the Workshop topics. In their evaluation of this document participants considered it an "extremely valuable instrument for understanding the

^{2/} See paragraphs 26-32

^{3/} E/CEPAL/CDCC/72/Add.1

planning process vis-a-vis women and for programme design and project preparation". The Guidelines will be distributed shortly, in its final version, in the region and among the other regional commissions.

19. In addition, ECLA's Consultants and the technical resource persons prepared and gathered a variety of materials to serve as tools for participants. These included:

- Summaries of Participants' Country Questionnaires;
- National, Regional and International Development Plans;
- Selected Women in Development Research Studies;
- Funding Resource Books;
- Logical Framework Matrix; Impertinent Pert Chart;
- Charts for exercises on budgeting: Break-Even; Project-Cost Planning Techniques.

Draft Project Proposals

20. During the Workshop and assisted by technical resource persons the participants prepared draft project proposals on women and development. In total there were 33 project proposals prepared which can be divided into five basic categories:

- Income-Employment Generation: 8 projects (24%)
- Training: 5 projects (15%)
- Research-Data Collection: 1 project (3%)
- Support Services: 10 projects (30%)
- Rural Development: 9 projects (28%)

In many cases the categories overlap, since, for example, almost all of the draft projects prepared have a research and training component; some income-employment producing projects are geared towards rural development and support services' projects provided income to women. The draft project proposals prepared were discussed with representatives of donor agencies and some were presented in the plenaries.

Special Session with Donors

21. A special session was held with representatives of 13 donor

agencies.^{4/} Each representative made brief statements on the objectives of their organization, their primary issue interests, the type of grants which they fund, their grant-making policies, procedures for applying for funds, the level of funding and an indication of sample grants.

22. After the donors presentations, four previously selected participants presented their draft project proposals to two different panels of donors for appraisal, evaluation and feedback. The following observations were made in respect of the draft project proposals:

1. Lack of specificity in defining objectives.
2. Unrealistic time-frames.
3. Over-ambitious proposals. It might have been more desirable to select specific components and to programme them by phases, where appropriate.
4. Lack of linkage between proposals and national development policies.
5. Non-inclusion of all phases of the project, thereby making it impossible to get an overall picture of the scope and direction of project.
6. Lack of linkage with other local related projects.

23. In the plenary session a series of issues were discussed by representatives and participants, the most important of which were:

1. The relationship of NGOs and funding agencies. The latter explained that in most instances, they were constrained by the fact that they had to deal directly with governments. NGOs should, therefore, seek to get the support of the relevant Ministry under which their project falls. NGOs could also request funding agencies to put them in contact with other agencies which could deal directly with these type of organizations.
2. The need for properly conducted feasibility studies for those projects whose objective is to provide income and/or employment.

^{4/} See Session XVI of Programme in Annex II.

3. The need on the part of funding agencies to be sensitive about the use of outside consultants sent out on attachment to a project. The use of local resource personnel should be supported by funding agencies, wherever possible.
4. Women in development projects must make clear in the proposals that they are related to objectives as set forth by national development plans.
5. Donor agencies must be aware of the fact that in many projects it is necessary to include administrative-type personnel, since the agencies require periodic progress reports on the project as well as on expenditures.
6. The importance of ensuring community participation in the project.
7. The length of time between submission of project proposal and response from funding agencies should be shortened.
8. The importance of using the expertise available in the local offices of many funding agencies to help in the formulation and submission of projects.

24. One of the participants summarized the activities of the Workshop and what had been learned in respect of preparing a project proposal. This included: i) Planning and understanding the project background and environment; ii) Clear definition of problem/need; iii) Clear statement of objective(s); iv) Inclusion of organization profile; v) Establishing project approach; vi) Elements of project administration; vii) Preparation of budget in accordance with project phases; and viii) Monitoring, evaluation and reporting systems for the project and/or programme.

25. Another participant outlined the tools that had been acquired and the materials used at the Workshop: the Logical Frame, Impertinent Pert Chart, Break-Even Analysis, Background resource material and the Guidelines.

Evaluation

26. The purpose of the evaluation session was to assess the programme of the Workshop (contents and methodology) as it related to the participants themselves as well as in relationship to their jobs and agencies in their individual countries.

All participants considered the Workshop an invaluable activity for them as individuals and as members of organizations working with women in the region.

27. The objectives of the Workshop were accomplished to a great extent when it is considered that 95% of the participants' expectations were completely met and only 5% almost completely. Recalling the immediate objectives of the Workshop^{5/} these met were as follows:

- Development of materials for use at the Workshop and at country-level:
 - Guidelines
 - Summaries of Country-Questionnaires
 - Funding Resource Books
 - Charts for Exercises on Budgeting
 - Impertinent Pert Chart
 - Selected Women in Development Research Studies
 - Logical Framework Matrix; Project Planning Charts
- Preparation of draft project proposals:

33 draft project proposals prepared; more than one per participant.
- Development of follow-up activities within each country:

16 plans for follow-up activities prepared: 14 at country level and 2 at regional level.

28. With regards to the content of the programme, all of the participants cited two or more of the following as skills learned:

- General methodology for the preparation of programme/projects.
- Importance of planning.
- How to: write project proposals
 - prepare and implement work plans
 - carry-out programme/project pre-planning and research
 - prepare budgets and do cost analysis
 - find relevant funding sources
 - approach funding agencies

29. Referring to the most helpful tools acquired at the Workshop participants mentioned the Guidelines, The Logical Framework Matrix, the Impertinent Pert Chart, and the Break-Even Analysis as the most helpful. Participants proposed to use those tools in three ways: i) To prepare programmes/projects; ii) To replicate the regional Workshop at country level in similar exercises; and iii) To assist their organizations.

30. Concerning the quality of the presentations, the high intellectual and pedagogic level of facilitators was made evident by the fact that 85% of the participants considered the presentations were excellent and 15% very good.

31. For 60% of the participants the least helpful element of the Workshop was its duration, which was considered short. Those participants expressed the view that given the importance of the topics and the methodology used the Workshop should have been extended for one more week.

32. The final immediate objective of the Workshop, the development of follow-up activities will be discussed in the following section.

IV. FOLLOW-UP ACTIVITIES

33. The participants were given prepared sheets to be filled in with the following information:

- Activities to follow-up the Workshop with time-frame if possible.
- Type of assistance required.
- Name of collaborating agency from whom assistance will be needed.

34. At a plenary session on the final day of the Workshop a panel of agencies^{6/} discussed with participants their work plans for follow-up activities. In broad terms, these were of three types: i) Use of the Guidelines; ii) Training; and iii) Programme/project development.

^{6/} ECLA, CARICOM, WAND, CARIWA, ILO, CCW. A representative of the Voluntary Fund was also present as an observer.

35. Participants expressed their need for the Guidelines as a tool for everyday use in their organizations and also to assist them in carrying out national training workshops. The ECLA representative explained that the Guidelines needed a final revision in order to introduce to it the inputs of this Workshop. She added that the Guidelines would be ready for a large scale distribution before the end of this year. Some participants gave suggestions as to the desired format of the document, taking into account that it will be heavily used.

36. With regard to training, what was needed was funds and technical assistance for the holding and organization of national and sub-regional training activities, requested by participants between 1981-1982. The training activities (study tours, seminars, workshops) requested by the participants need three types of resources: i) Consultants (local and/or international); ii) Training materials; and iii) Travel and accommodations when needed.

37. Training activities were needed in the following areas: i) National workshops on programme/project planning skills; ii) Marketing/Feasibility for income-generating projects; iii) Management of small business; iv) Project administration, monitoring and evaluation; v) Budgeting and cost planning; vi) Research and data collection; and vii) Leadership training. These activities are to be prepared in detail and with a time frame and implemented in collaboration with the agencies present at the session.

38. With regard to the last type of follow-up activity, assistance for the completion of project proposals and preparation of long-term programmes on women in development, the suggestion was made that the agencies present in the session collaborated very closely in the implementation of this activity. This will mean the strengthening of the existing regional network of technical assistance established by the agencies (ECLA, CARICOM, WAND, among others).

39. Participants made clear that the project proposals prepared at the workshop needed initial support from governments in order to obtain financing and further support to link women in development projects with national programmes and projects.

ANNEX I

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WAND STAFF

Ms. Rosemary Weatherhead
Ms. Joyce Harris
Ms. Leslie Barrow

ANNEX II

CDCC/PPPS/81/1/Rev. 1
15 June 1981

FINAL

ECONOMIC COMMISSION FOR LATIN AMERICA
Office for the Caribbean

CARIBBEAN DEVELOPMENT AND CO-OPERATION COMMITTEE (CDCC)

Caribbean Regional Workshop on
Programme/Project Planning Skills
14 - 16 June 1981
Christ Church, Barbados

P R O G R A M M E

Convened by the Caribbean Development and Co-operation Committee Secretariat (CDCC), United Nations Economic Commission for Latin America, Office for the Caribbean, with the sponsorship of the Voluntary Fund for the United Nations Decade for Women and the Assistance of the Women and Development Unit, Extra-Mural Department, University of the West Indies.

Sunday 14 June

17.00 - 19.00 Informal Get-Together

Monday 15 June

8.00 - 9.00 Registration of Participants

9.00 - 10.00 OPENING SESSION

Presentation

Ms. Peggy Antrobus
ECLA Consultant and
WAND Tutor/Co-ordinator

Welcome Address

Ms. Vivian M. Mota
Project Co-ordinator
for Director
ECLA Office for the Caribbean

10.15 - 12.00 SESSION I

Chairperson

Ms. Vivian M. Mota

EXPECTATIONS OF PARTICIPANTS

Ms. Norma Shorey
Ms. Sheila John

- To develop an atmosphere of easy interaction/sharing among participants.
- To help trainers and participants to learn more about each other.
- To gain insights into participants' expectations of the Workshop and their views on women and development issues.

14.00 - 17.30 SESSION II

Chairperson

Ms. Vivian M. Mota

ROLES AND FUNCTIONS OF THE RESOURCE PERSONNEL

Ms. Vivian M. Mota

OVERVIEW AND GENERAL OUTLINE
OF WORKSHOP

Ms. Caroline Pezzullo

- Background of the Workshop
- Information on Participants' Country Exercises
- Plan, Programme, Project
- Introduction to the Guidelines

WOMEN AND DEVELOPMENT IN THE
CARIBBEAN

Ms. Peggy Antrobus

- To bring participants up to date on the Caribbean women's movement:
 - Activities at a national level
 - Activities/Programmes at a regional level
- To review and analyze country questionnaires

Ms. Norma Shorey

Tuesday 16 June

9.00 - 12.30 SESSION III

Chairperson

Ms. Vivian M. Mota

PLANNING PROCESS

Mr. Aubrey Armstrong

Mr. Selwyn Smith

- To familiarize participants with the tools, techniques and project planning and to explain national development objectives.
- Overview of the management process and the basic steps in planning and control.

14. - 17.30 SESSION IV

Chairperson

Ms. Vivian M. Mota

PRIORITIES AND STRATEGIES

Ms. Peggy Antrobus

- To help explore the link between women's priorities and national priorities.
- To relate projects to national plans.
- To discuss strategies for incorporating a concern for women into national planning

Ms. Norma Shorey
Mr. Aubrey Armstrong
Ms. Nesha Hanniff

Wednesday 17 June

9.00 - 12.30

SESSION V

Chairperson

Ms. Caroline Pezzullo

PROJECT PLAN/DESIGN OVERVIEW

Ms. Norma Shorey
Ms. Pat Ellis

- To help review the stages of planning a programme/project, to understand the importance of each stage and how they interrelate.
- To identify the basic elements required to prepare a systematic project design.

14.00 - 17.30

WORK GROUPS

- Participants to work on the project ideas selected for proposal writing.

19.00 - 20.30

GUEST LECTURE

"Women in the Caribbean: A Research Project"

Ms. Joycelin Massiah
Deputy Director
Institute of Social and Economic Research
University of the West Indies

Thursday 18 June

9.00 - 12.30

SESSION VI

14.00 -17.30

Chairperson

Ms. Caroline Pezzullo

PROJECT PRE-PLANNING
AND RESEARCH

Mr. Beverly Charles

- To increase participants' awareness of the various elements of project preparation and appraisal and the quantity and quality of data necessary for successful project planning and effective monitoring and evaluation.
- To discuss and appraise the project ideas of participants.
- Introduction of the "Logical Framework Matrix" as a programme/project planning tool.

Friday 19 June

9.00 - 12.30

SESSION VII

Chairperson

Ms. Vivian M. Mota

PROJECT COST PLANNING I

Mr. Beverly Charles

- To explain to participants the relevance of financial information to effective project planning and control and to present simplified approaches to develop such information.
- To introduce calculation of costs and associated benefits; "Break-Even", "Cash Flow" techniques.
- To discuss "social" costs/benefits.

14.00 - 17.30

SESSION VIII

Chairperson

Ms. Vivian M. Mota

SELECTING APPROPRIATE
FUNDING SOURCES

Ms. Marilyn Richards

- To identify the broad range of financial resources Caribbean women can draw on for their projects.

- To give participants a basic understanding of general requirements of funding sources, as well as special requirements of specific funders.
- To develop a sense of financial self-reliance among the participants.

Saturday 20 June

9.00 - 13.00

WORK GROUPS ON PARTICIPANTS
PROJECT PROPOSALS

Assistance from
Resource Personnel

Sunday 21 June

EXCURSION

Monday 22 June

9.00 - 12.30

SESSION IX

Chairperson

Ms. Vivian M. Mota

PLANNING TOOLS

Ms. Pat Ellis
Ms. Norma Shorey

- To help participants develop and use the "Impertinent Pert" Chart as a tool for planning.
- To help participants understand planning/monitoring and evaluation as an integral part of the project/proposal development process.
- To see this planning tool in relationship to budget preparation and financial planning.

14.00 - 16.00

SESSION X

Chairperson

Ms. Vivian M. Mota

PROJECT COST PLANNING II

Mr. Beverly Charles

(Continued from Friday 19 June)

Mr. Aubrey Armstrong
Ms. Caroline Pezzullo

Tuesday 23 June

Special session on programme/project feasibility studies, especially in connection with the identification of markets for income-generating projects

- To examine the relationship between planning and implementation of project and the institutional framework of agencies with which it collaborates.
- To look at the strategies needed to link small projects to national development planning.

Proposal writing

Ms. Marilyn Richards
Ms. Pat Ellis

- To brief participants about the plans made by the Donor/Participant Committee for meeting with Donors on 25 June.
- To prepare activities for the meeting.

Wednesday 24 June

Completion of draft project proposals
and individual follow-up activities.

14.00 - 15.00 SESSION XIV

Chairperson

Ms. Vivian M. Mota

INDIVIDUAL FOLLOW-UP
ON WORKSHOP

Ms. Caroline Pezzullo

- To introduce forms to plan country-level follow-up activities.
- To discuss sources of assistance for follow-up activities.

15.15 - 17.30 SESSION XV

Chairperson

Ms. Vivian M. Mota

PROBLEMS IN PROGRAMME/PROJECT
IMPLEMENTATION

Ms. Pat Ellis

- Presentation and analysis of three projects and problems encountered.

18.00 - 19.30 DONOR/PARTICIPANT COMMITTEE BRIEFING

Chairperson

Ms. Pat Ellis

- To brief donors on activities for 25 June with participants
 - To agree on a methodology for project proposals presentation, analysis and appraisal.
- Ms. Marilyn Richards
Ms. Erica Mc Intosh (St. Vincent)
Ms. Eileen Noriega (Trinidad-Tobago)
Ms. Ruth Adams (St. Kitts)
Ms. Raphaelita E. Smith (Jamaica)

Thursday 25 June

SESSION XVI

MEETING OF DONOR AGENCIES AND PARTICIPANTS

- To sensitize donors about the difficulty in obtaining funds for projects which address women in development issues.
- To allow participants to discuss with donors some of the problems faced in getting and disbursing funds and in implementing projects.

- To allow donors to sensitize participants about the problems they face in trying to fund projects.
- To allow participants to be aware of the procedures of various funding agencies.
- To present agencies with a range of projects for possible funding.

FIRST PART

Introduction Ms. Vivian M. Mota

Chairperson Ms. Pat Ellis

9.00 - 9.10

Introduction of Donors to Participants

9.10 - 10.00

Donors address participants, 3-5 minutes each.

SECOND PART

Chairperson Ms. Eileen Noriega
(Trinidad and Tobago)

10.15 - 11.15

Presentation of five project proposals.

11.15 - 12.30

Appraisal of proposals by Donors.

12.30 - 14.30

Lunch meetings of agencies and groups of participants.

Co-ordinator: Ms. Marilyn Richards

THIRD PART

Introduction

Ms. Vivian M. Mota

Chairperson

Ms. Ruth Adams (St. Kitts)

15.00 - 16.30

Free interaction (at plenary) between
participants and Donors.

FOURTH PART

Chairperson

Ms. Rapahaelita E. Smith
(Jamaica)

16.30 - 17.00

Presentation by the CARICOM Secretariat Ms. Marilyn Trotts
Wrap-up

20.00 - 21.30

Reception by WAND

Friday 26 June

8.00 - 13.30

SESSION XVII

Chairperson

Ms. Vivian M. Mota

EVALUATION

Ms. Norma Shorey

- Completion of evaluation forms.
- Discussion on participants'
reactions to Workshop.

FOLLOW-UP WORK PLANS

- Review of participants'
follow-up work plans.
- Organization of requests
for assistance by type
and agency.

Ms. Vivian M. Mota
Ms. Peggy Antrobus
Ms. Caroline Pezzullo
Ms. Marilyn Trotts
Ms. Pat Ellis
Ms. Norma Shorey
Ms. Sheila John

CLOSING SESSION

Summary

Ms. Vivian M. Mota

